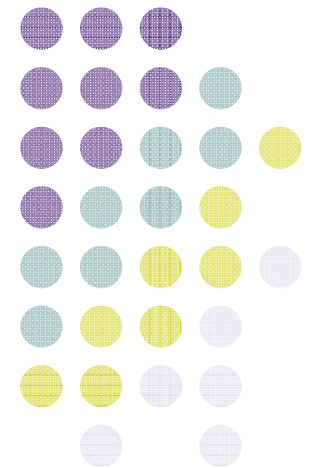


Shreveport - Bossier City, Louisiana

Project SB



Urban Land Institute
Advisory Services Panel
April 23-28, 2006



Introduction



- ULI—the Urban Land Institute is a nonprofit research and education organization
- Mission: Promote responsible leadership in the use of land to enhance the total environment





Acknowledgments

- Project SB Steering Committee and the Support
- The Cities of Shreveport & Bossier City
- Bossier & Caddo Parishes
- Interviewees

Sponsors



- AEP Swepco
- AmSouth Bank
- Bancorp South
- Barksdale Federal Credit Union
- Bellsouth
- Bossier Parish Policy Jury
- Edward J. Crawford – Atco Investing Co.
- Caddo Commission
- Centerpoint Energy
- Chase Bank
- Bossier City
- City of Shreveport
- Cole, Evans and Peterson, CPA's
- Coordinating and Development Corporation
- Greater Shreveport Chamber of Commerce
- Hibernia National Bank
- Kilpatrick Life Insurance Company
- Kinsey Realty Holdings LLC
- Northwest Louisiana Associations of Realtors
- Northwest Louisiana Partnership for Economic Development
- Keith Peterson & Co., Inc
- Roberts and Murphy
- Rose-Neath Funeral homes, Inc.
- Dr. Phillip Rozeman
- Ms Ann Stokes – ESP Construction
- UL Coleman Companies
- Willis-Knighton Health System
- United Way



The Panel

- Leigh Ferguson, Chair
- Michel Beyard
- Carolyn Dekle
- Jim Harris
- Cecelia Mowatt
- Paul Moyer
- Thomas Murphy
- Zane Segal
- Warren Whitlock





Today's Agenda

- Regional Overview
- Guiding Principles
- Why a Master Plan?
- Key Metropolitan Districts
- Implementation Actions
- Conclusions
- Questions and Answers

Regional Overview

- Area of focus –
Shreveport, Bossier
City
- North of I-10 – the
perceived dividing
line of funding and
influence in the state
- Red River is a
regional asset
- I-20 is a conduit for
bringing visitors and
commerce



Regional Overview

- Investment in I-69 will bring more economic opportunity
- Rail and air freight also drive economic opportunities
- Adverse economic impact from the oil bust in the 1980s
- Gaming brought prosperity to the region





Regional Overview

- Future growth in the medical field
- Baby boomers are a market to capture
- Natural resources are an asset to be exploited

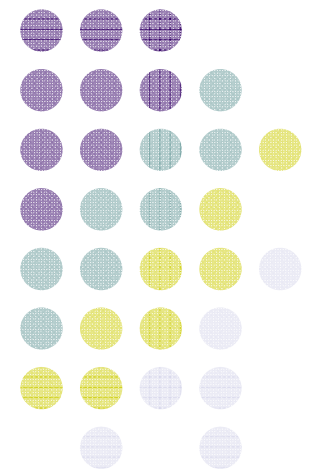


Regional Overview

- No clear agreement on the quality of schools and training in the area
- Building bridges and leveling the playing field will be key to the future of the region



Guiding Principles



Make Decisions Regionally – Act Locally



- It's one community; it's one economy
- Not just Shreveport and Bossier City
- Coordinate economic development, planning, and development
- Local decisions are still local if there's no regional impact
- A global economy requires cooperation not competition
- Institutionalizes metropolitan relationships

Re-Brand the Entire Metro Area as the *Red River Communities*



- Regional image is weak
- Helps unify the region
- Assists marketing to the outside world



Red River Communities = Collection of Urban Villages



- Past: everything radiates from downtown
- Present: a metropolitan constellation of places
- Each place has its own roles and functions
- Opposite of single-use strip development
- Urban villages are communities, not just a collection of buildings
- Urban districts, small towns, and exurban growth





Fix the Bad Before You Add

- Low population growth reduces need for exurban growth
- Existing neighborhoods need reinvestment
- Quality of life issues are key to healthy communities
- Maintain existing infrastructure before building new
- Redevelopment opportunities abound

Regulatory Environment Should Be Proactive Not Reactive



- Strengthen and enhance existing communities
- Focus on incentivizing desired development
- Encourage public private partnerships
- Support the regional vision and plan
- More specificity than currently exists
- Different -- not more regulation
- Results in what communities want, not what is presented to them

Give Greater Emphasis to the Public Realm



- Region is blessed with physical assets
- Connects and sustains communities
- Creates the places where people interact and enjoy themselves
- Red River Communities are making progress but...
- Neighborhoods and shopping strips are not up to standard



Success Depends on Bottom-Up Leadership Not Top-Down Direction



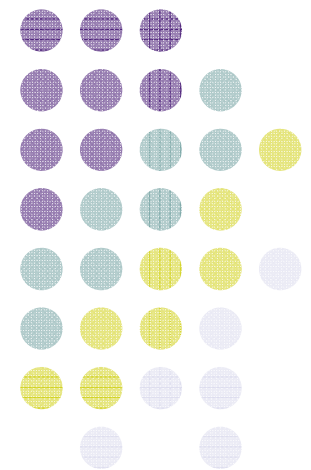
- Open and inclusive participation
- Real diversity
- Buy in means “ownership”
- Success depends on human capital as well as financial capital
- Entrepreneurship brings a stake in the results

Quality Matters

- Overbuilt in square footage; under built in quality
- God is in the details
- People have choices: they choose quality
- Raise design standards; Improve economic development



Why Master Plan





Regional Master Plan?

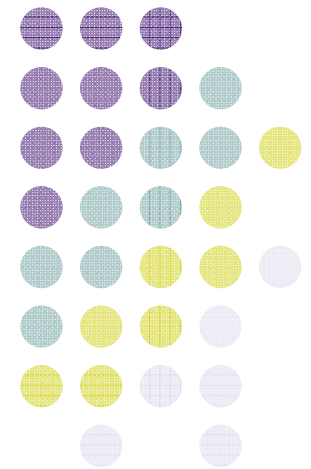
- Voluminous plans and studies: none appear to be are regional
- Critical for smarter growth
- A guide for the built environment and the unbuilt fringe
- Adds predictability to the development process



Regional Master Plan

- Speeds development/redevelopment
- Reflects vision of residents, community, metro, and land owners
- Covers the future of each tract of land
- It's got teeth!
- Updated every 3 to 5 years

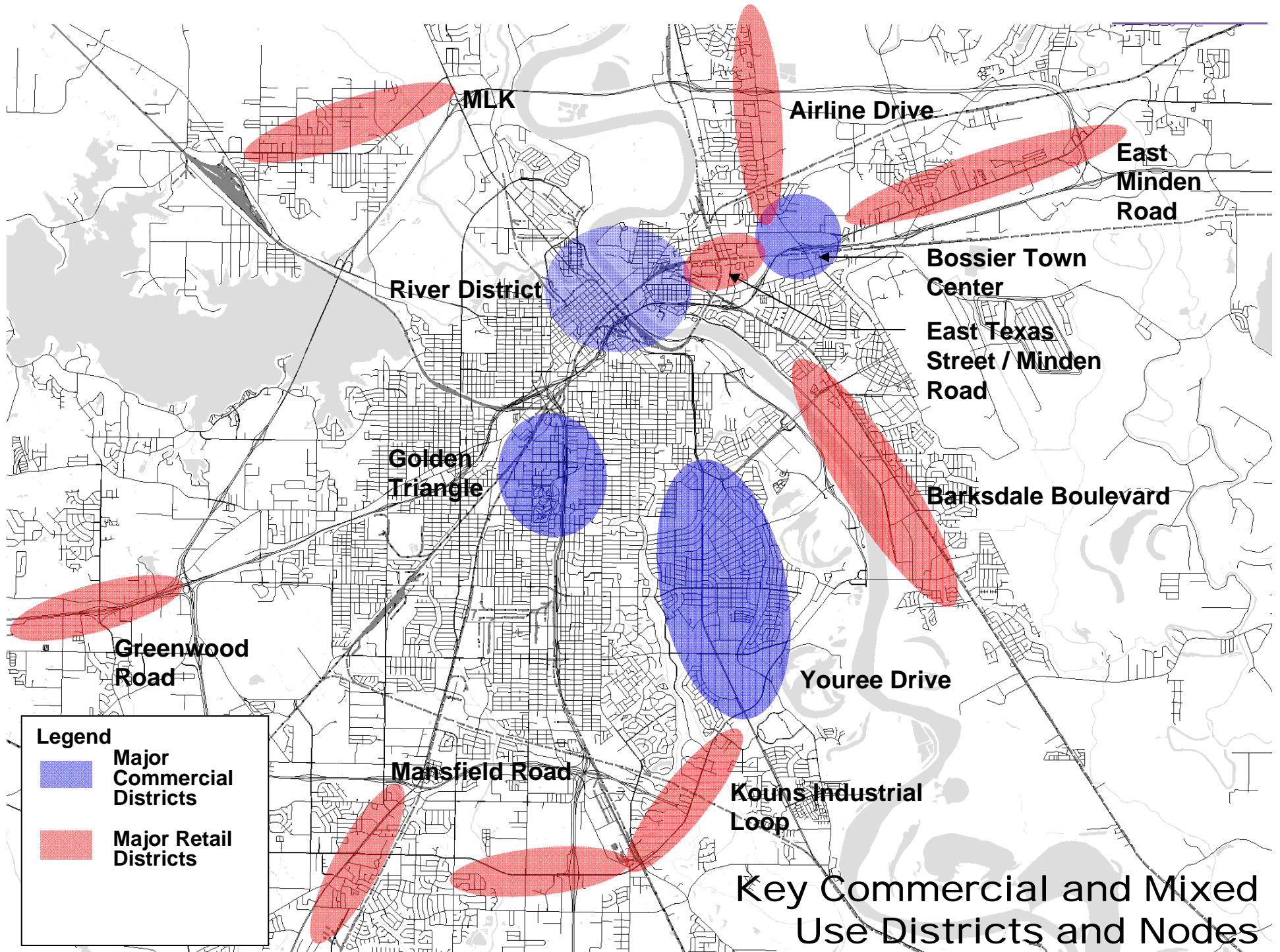
Key Metropolitan Districts





Key Metropolitan Districts

- Commercial and mixed-use districts
- Residential communities
- Shreveport/Bossier City industrial parks and port





Trends in Retail

- Retail is evolving
- Consumer demand is evolving
- Strips centers are deteriorating due to newer retail in better locations
- Wal-Mart factor
- Specialty shoppers looking for a different environment



Commercial District

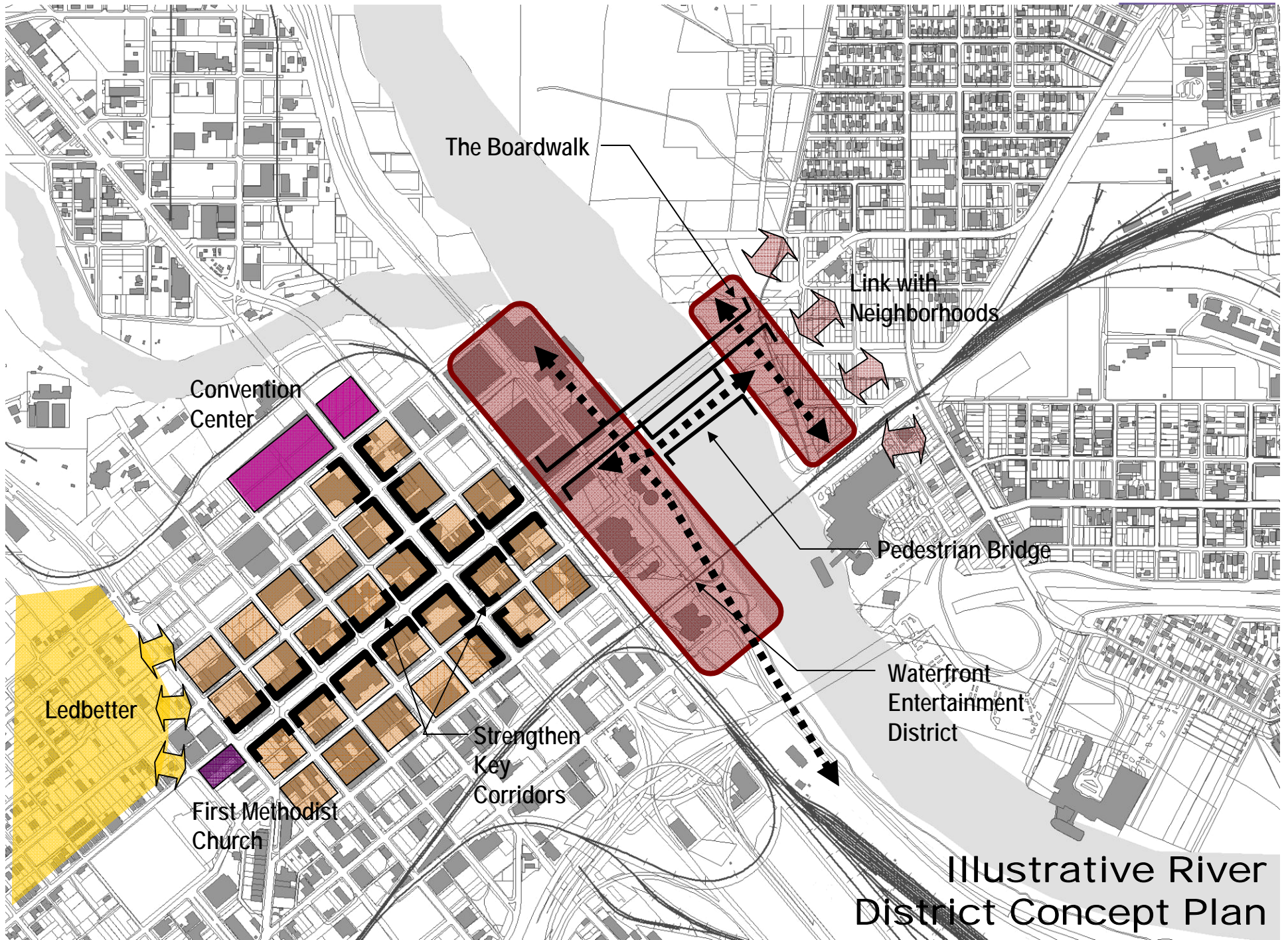
- Focus on creating commercial districts rather than strips
- Create a hierarchy of regional, community and neighborhood districts
- Develop area plans for commercial districts
- Adjust zoning
 - Allow higher density mixed-use development at selected locations
 - On deteriorating strips zoning should be changed to allow for residential uses or open space or other services
- Create walkable environments at the densest locations
- Protect residential development while allow for linkages between the uses
- Provide incentives to achieve new vision for commercial (density bonus, tax abatements, infrastructure)





River District

- Include both downtown Shreveport and Bossier City waterfront
- Build on momentum of waterfront areas ensure they function synergistically
- Infill with small scale retail, dining, arts and music related activities
- Build bridges between the two areas
- Build a critical mass of residential units on both sides of the river



The Boardwalk

Convention Center

Ledbetter

First Methodist Church

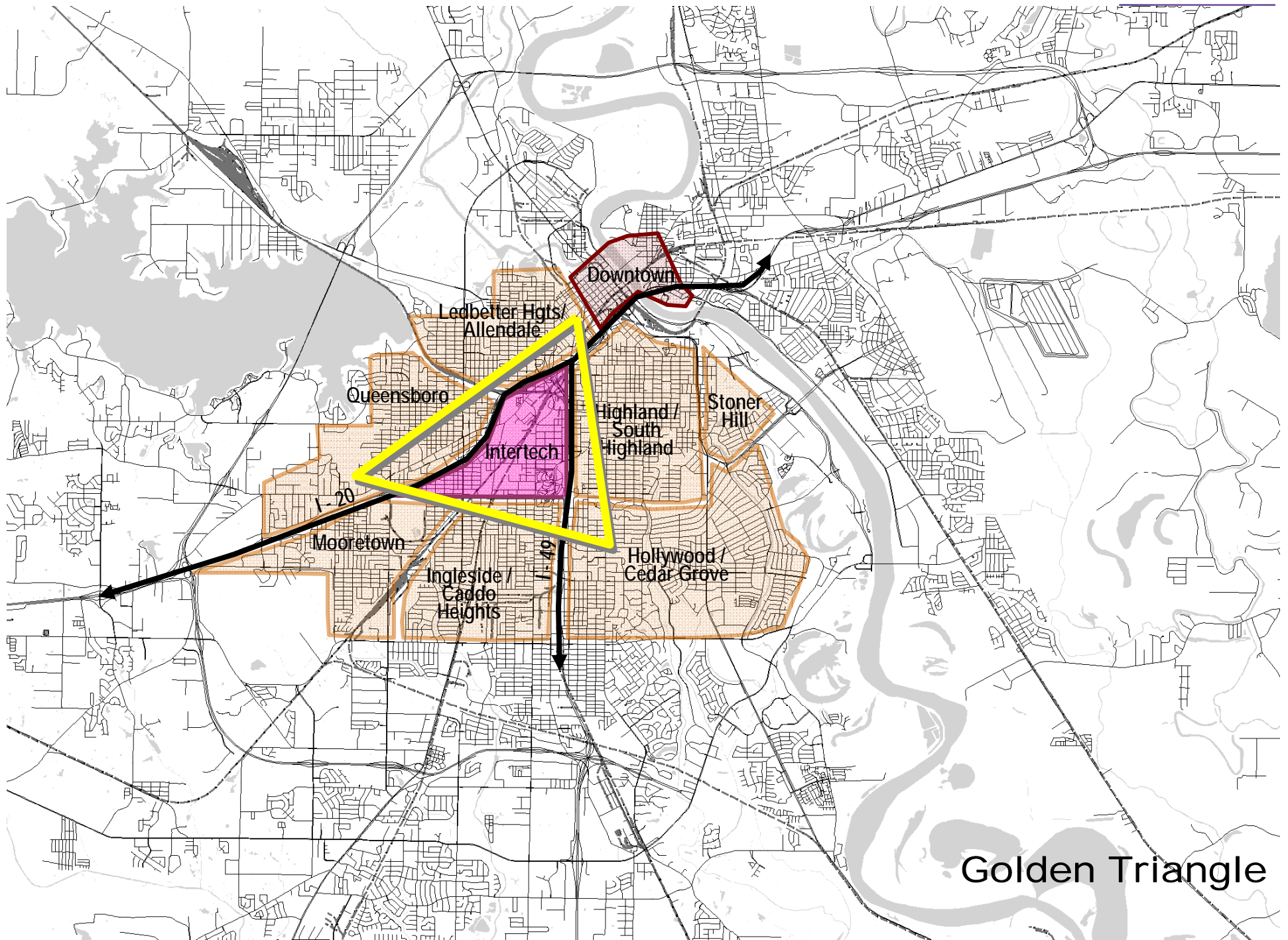
Strengthen Key Corridors

Link with Neighborhoods

Pedestrian Bridge

Waterfront Entertainment District

Illustrative River District Concept Plan



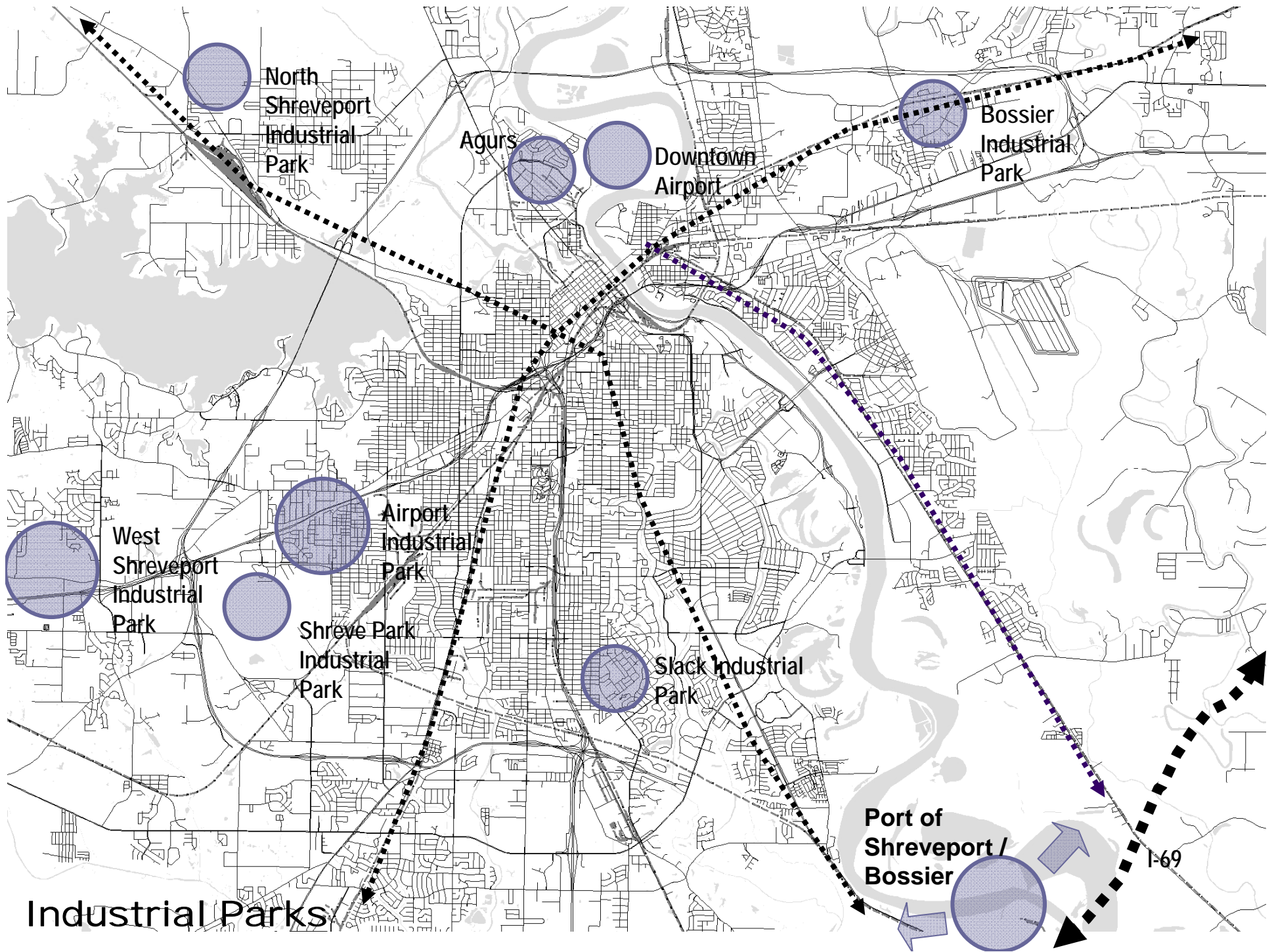
Golden Triangle



Residential Communities

- Value all residential neighborhoods – ensure a diversity of housing types
- City/private sector partnership to protect and preserve and revitalize neighborhoods
- Provide incentives for mixed income housing and provide more choices
- Prepare area plans for the neighborhoods based on the local community





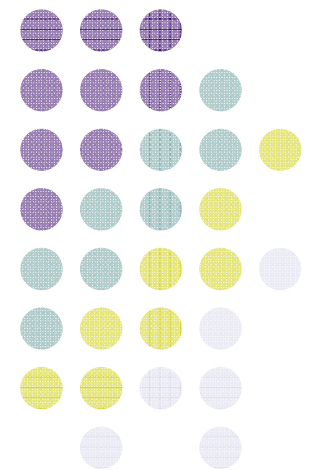
Industrial Parks



Implementation Actions

- Master Planning
- Historic Preservation/Arts and Culture
- Development Projects
- Outdoor Recreation
- Social Fabric
- Organizational Leadership

Master Planning



Goals



- Create a document that articulates one vision for the region
- Regional strategy is designed to add value to all communities



How To Do It

- Plan committee is appointed
- Divide the region into sectors
- Subcommittees based upon land use categories
- Involve all interested citizens and organizations
- Public review and comment

Zoning

- Zoning decisions will now conform to the regional plan

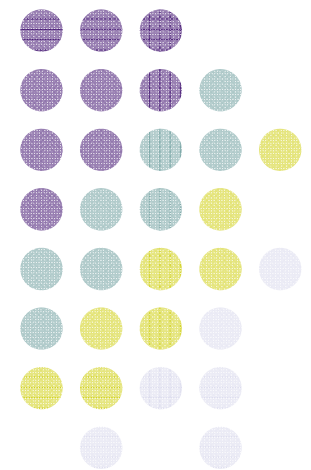




What You Get

- A rational guide for the future
- Zoning decisions less political and less hysterical
- Active participation of all who live here working toward one beneficial goal

Historic Preservation Arts and Culture





Historic Preservation

- Enviable historic building stock
- Many empty and deteriorating
- Adaptive re-use into mixed-use
- Creative clustering into districts
- Government incentives important



Create a Non-Profit Historic Preservation Alliance



- Inventory historic structures and neighborhoods
- Raise funds for emergency preservation
- Communicate incentive opportunities
- Create awards program
- Develop or aid catalytic projects
- Identification of historic districts
- Seek help of National Trust and Main Streets Program



Pursue Adoption of a Preservation Ordinance



- Same ordinance in all communities
- Protect structures and neighborhoods
- Many model ordinances exist



Arts, Culture, and Entertainment Clustering



- West Edge – performing and visual arts
- Red River District – entertainment and restaurants
- Museums and sound stage—near river
- Public sculpture and murals
- Old Bossier – East Bank Theatre and Gallery
- Louisiana Boardwalk – restaurants and movies



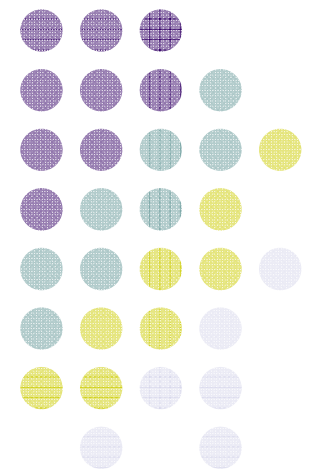


Regional Arts Congress

- Build alliances among groups and artists
- Promote cooperative funding and marketing
- Explore one-ticket concept

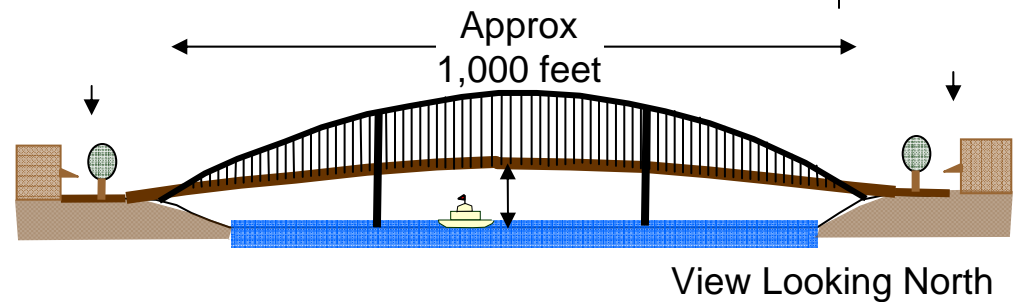


Development Projects

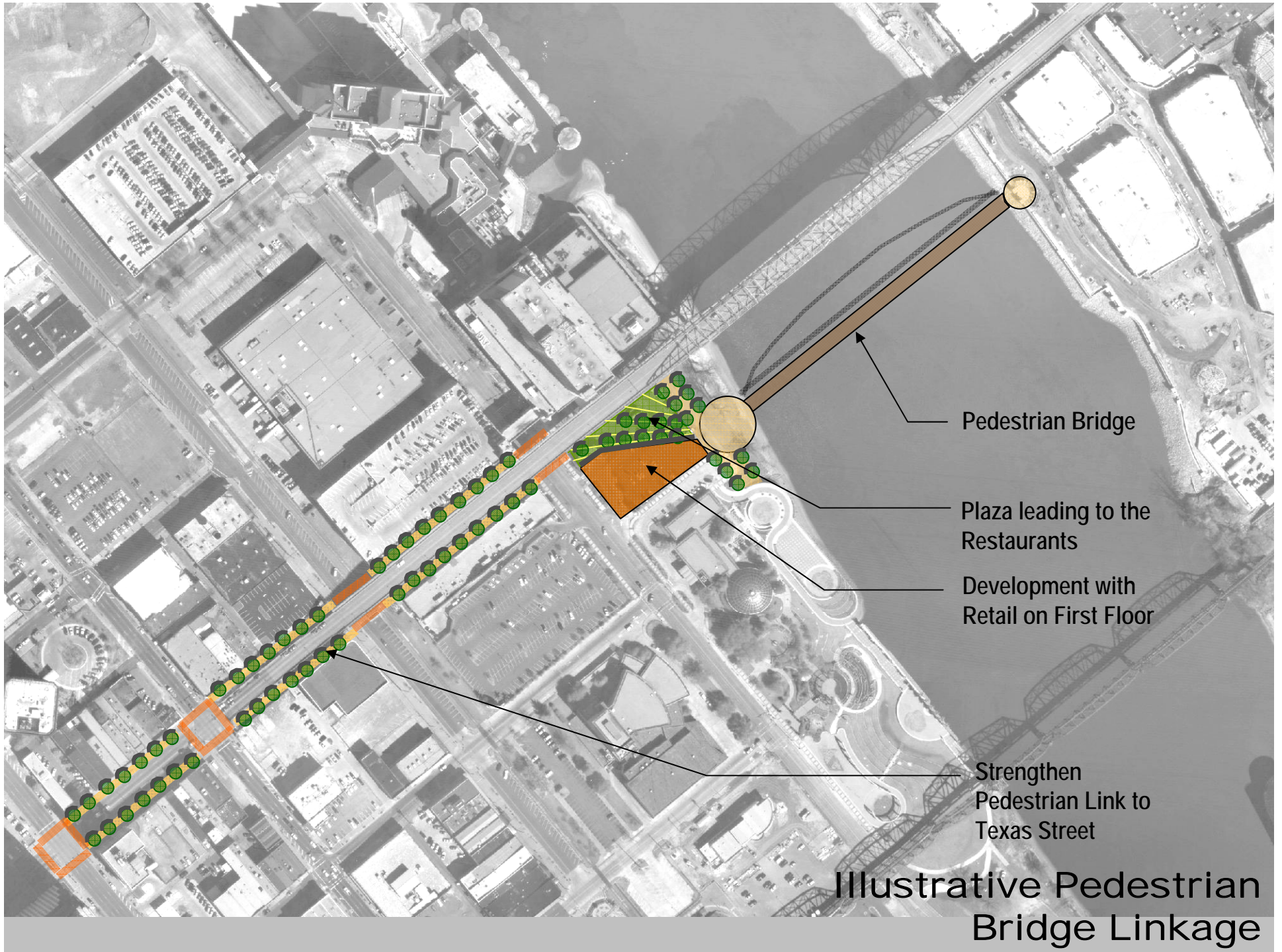


Pedestrian Bridge

- An iconic pedestrian bridge
- Linking Louisiana Boardwalk to Red River District
- One-third the distance of Texas Street Bridge
- Cost of \$5 to \$10 million



Examples
Pedestrian Bridges



Pedestrian Bridge

Plaza leading to the Restaurants

Development with Retail on First Floor

Strengthen Pedestrian Link to Texas Street

Illustrative Pedestrian Bridge Linkage

Mixed-Use Historic Renovation



- Near historic Caddo Parish Courthouse
- 50 to 100 units of rental housing
- Ground floor retail and restaurants
- Utilize tax credits and abatements as needed
- Public/private partnership potential
- Target empty nesters, creatives, casino workers



Mixed-Income Housing in Old Bossier



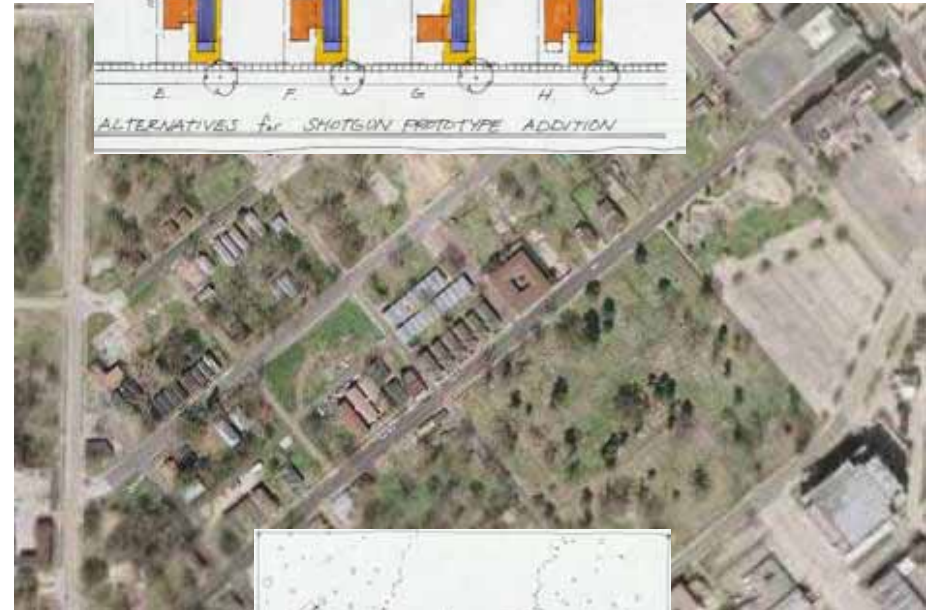
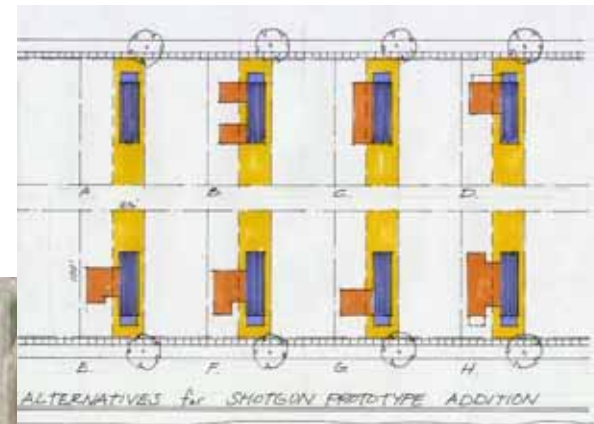
- 50 to 200 units in phases
- Workforce and market-rate housing
- Single-family
- Townhouses
- Stacked flats
- Public/private partnership potential
- Walking distance to Louisiana Boardwalk



Mixed-Income and Mixed-Use Project in Ledbetter Heights



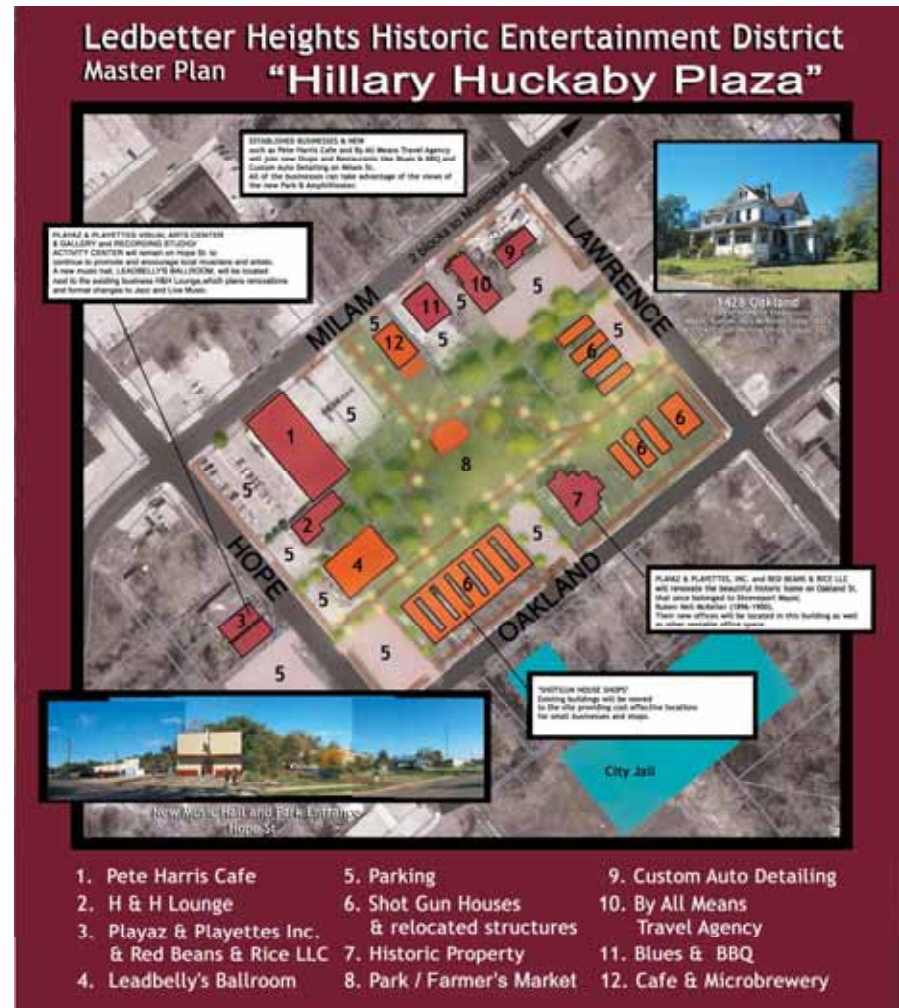
- 50 to 200 units in phases
- Affordable, workforce and market-rate housing
- Neighborhood-serving retail
- Live-work
- Historic renovation and new construction
- Public/private partnership potential



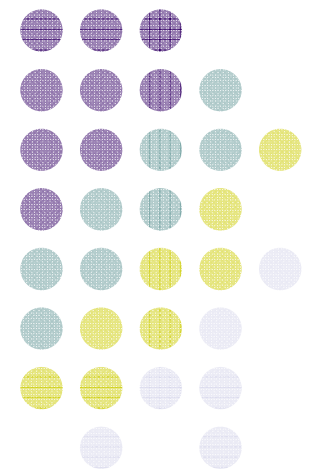
Potential Partners for Catalytic Projects



- FAME – Shreveport’s historic music village
- RBR – Ledbetter Heights Historic Entertainment District
- Strategic Action Committee
- Downtown Development Alliance
- Louisiana Boardwalk
- Casinos



Outdoor Recreation





Outdoor Recreation

- A regional asset
- A community value
- A tourist attraction



Outdoor Recreation

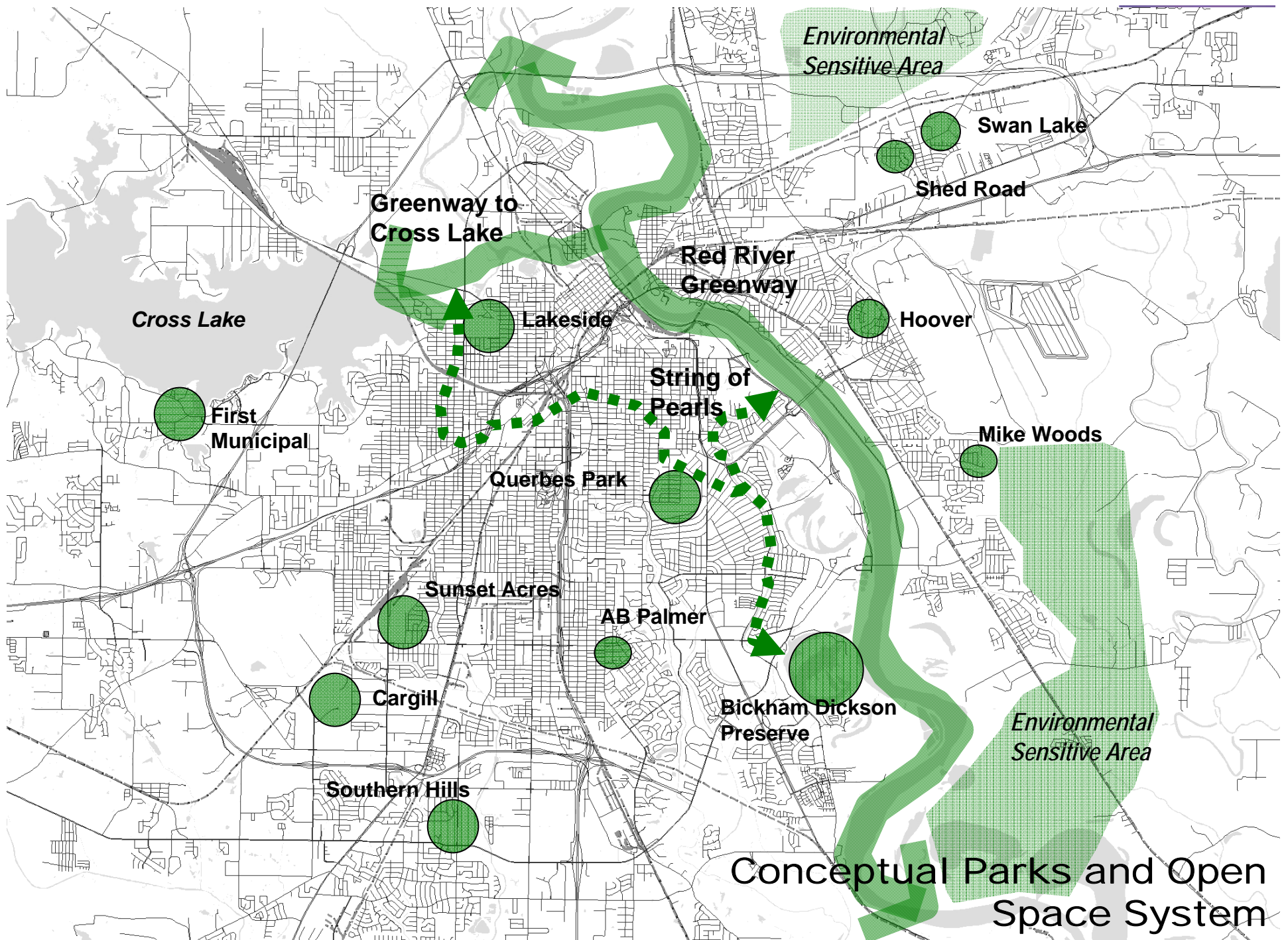
- Taken for granted
- Not identified and protected
- No plan or champion



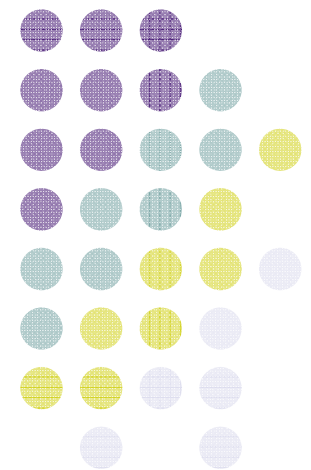
Outdoor Recreation



- Overlay map of comprehensive, connected, regional park
- Creation of a park conservancy
- Committed base fund independent of local municipal parks



Social Fabric



Leveling The Playing Field

- Economic parity
- Educational parity





Economic Inclusion yields

- Unified growth across Red River Communities neighborhoods
- Innovation from diverse styles and cultural perspectives
- Fair and consistent opportunities to participate in the area's future

Establish an M/W/LBE Mentorship Program



- Mentees: small firms with minimal experience, capacity and depth, could be “mentored” by more experienced firms
- Mentors: established, larger firms (generally, but not always, majority firms)
- The program could be sponsored by governmental agencies responsible for procurement
- Example: mentorship program at New York City’s School Construction Authority

Short Term

Develop Enhanced Strategies for MBE/WBE/LBE Participation



- Short Term (18 – 24 months)
- Minority business enterprise, women-owned business enterprise and locally-based business enterprise (M/W/LBE) business participation model
- Change legislation: Fair share requirements to MWLBE participation
- Target traditionally and historically disadvantaged groups
- Encourage the development of these businesses



Mid – Term (2.5 – 5 years)

- First MBE/WBE firms graduate from mentorship program – begin competing on large-scale construction jobs
- Assess success of MWLBE participation objectives – are these goals adequately representing the level of work commensurate with pool of firms and the scale of work?

Long-term (10 years and beyond)



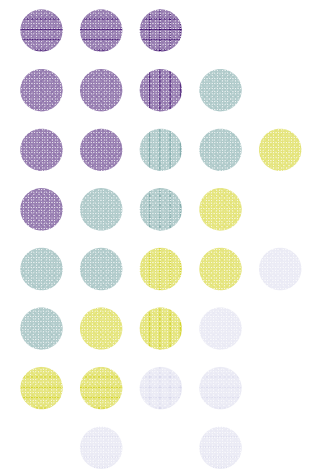
- M/W/LBE participation levels to mirror those of national averages
- Red River Communities achieves highest level of MWLBE participation in nation – viewed as a progressive city for MBE/WBE participation in the nation

Education in Short Term: Leverage & Understand



- Continue progress made by Caddo and Bossier Parish school systems
- Encourage work of CERT (Consortium for Education, Research & Technology)
- Curriculum development K-16
- Focus on youth days and drop outs

Organizational Leadership



ORGANIZATIONAL LEADERSHIP

- Implementation's first step
- Who's going to do the job?



Economic Development is



- Of the People
Self-Perception and Culture
- By The People
Ambassadors and connectors
- For the People
Quality of Life

LEADERSHIP IS EVERYONE



Of The People

- Cities are a reflection of the people who live, work and play within them
- The community's self-perception will project the city's culture to outsiders and newcomers
- Culture is the foundation of external reputation
- > Must be Understood and Managed

By the People

- Ambassadors and connectors
- Attitudes encountered
- Verbal and non-verbal cues





For The People

- Quality of Life
- Health, education, housing, welfare & safety are the traditional factors.
- Focus equally on sustainability factors of environment, arts, culture and recreation



Top 3 Take Aways

- “Need to Sell Ourselves to Ourselves”
- “Need to Learn to Talk to Each Other”
- Red River Communities needs greater collaboration of leadership in doing economic development



Leaders Need Skills

- Reality based sense of place
- Knowledge of physical and human systems
- Self-enlightenment
- Enlightened self-interest

Red River Communities 20/20 Partnership Process



- Summarize and distribute panel findings
- Host A Red River Communities 20/20 Summit

20/20 Summit Goals



- Perfect vision sharing
- Citizen discussion of panel findings
- Settle format of stakeholder input into regional master plan
- Raise awareness of breadth of leadership

20/20 Summit Process



- Day long, weekend-long summit
- Facilitated by third party convener
- All stakeholders: neighborhood action councils, business, education, religious leaders, arts and entertainment, public
- Mandatory government/elected participation
- Anticipate 300 to 1,000 participants

20/20 Vision Must Be Owned



- Connections made in summit encourage ongoing dialogue among stakeholders
- Sharing of inventory of assets
- Pride and renewed passion and commitment
- Identify champions

Leadership

- One voice
- One vision





A Champion

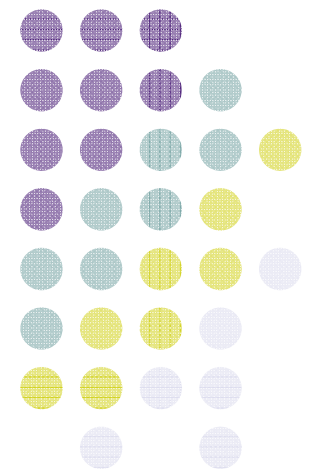
- Education
- Economic marketing
- Retail development
- Planning
- Housing
- Technology development
- Lobbying
- Etc.

One for One Leadership Council



- Presently, a disconnect between aspirations and actions
- Individually empowered
- Recognized community values

Conclusion



Red River Communities Louisiana

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